# Shared Service Partnerships in Alameda County

Survey and Analysis of Opportunities for Shared Services

#### The Team

- Local Government Leadership Academy in Alameda County
- Project Sponsors
  - -Lianne MarshallAssistant City Manager, San Leandro
  - –Patrick O' KeeffeCity Manager, Emeryville

#### The Question

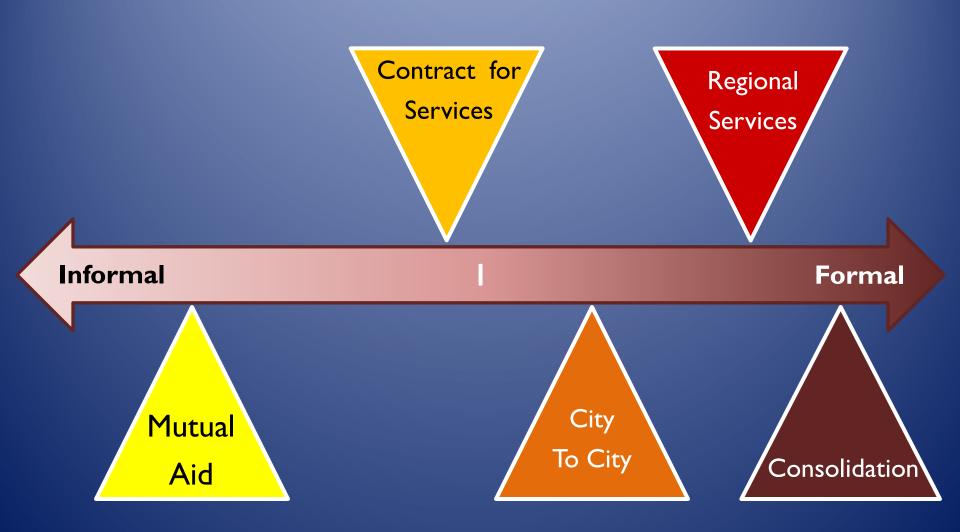
Budget constraints and increasing mandates have impacted local government's ability to provide services.

To what degree can shared partnerships improve the efficiency and effectiveness of municipal services of Alameda County?

#### How Did We Get Here?

- The Great Recession
- Increased cost of service
- No decrease in demand
- Rising pension / healthcare costs
- Structural changes
- Paradigm shift in how we manage resources

#### Service Sharing Continuum



#### Research Reveals Benefits

#### Shared Services can:

- Reduce cost for services
- Enhance purchasing power
- Improve service quality
- Reduce redundancy
- Enhance technology

#### What's Working Locally?

- City-to-City:

   Albany and Piedmont Fire Chief
- Geographic opportunities:
   San Leandro & Hayward jail services.
- Regional Services:
   Alameda County Fire

#### What's Working Nationally?

State Sponsored Coordination

New York and Michigan

Regional Coordination Models

- Orange & Yolo County LAFCOs
- N. Central Texas Council of Governments

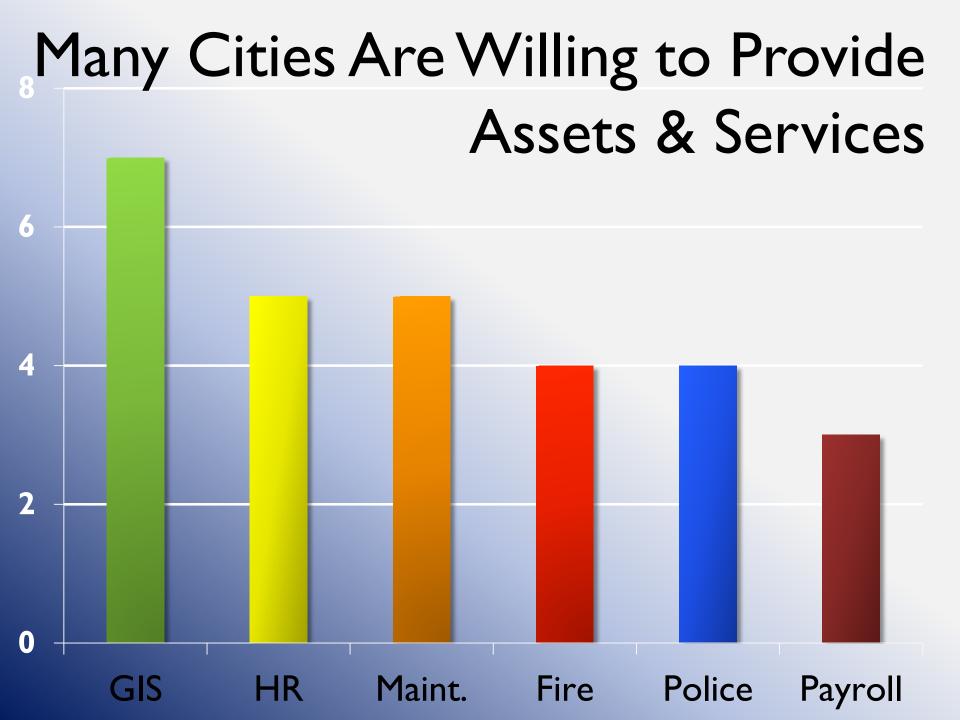
#### Survey of Alameda County Cities

II Questions Asked

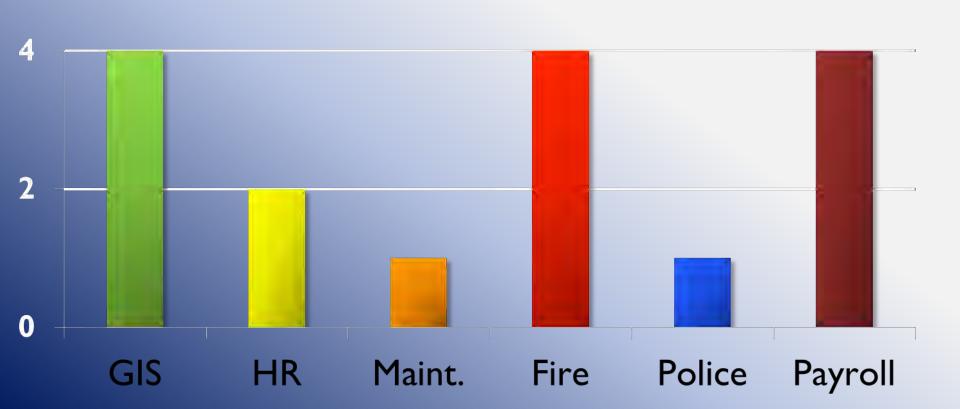
II of the I4 Cities responded

Most Cities Already Sharing Services

**75%** "Yes"



# A Smaller Number of Cities Are Open to Obtaining Assets & Services



### What's the Potential for a Match? Sellers (S) and Buyers (B)



#### Obstacles to Overcome

- Fear of change and loss of control
- Finding the right match for the right function at the right time
- Labor
- Coordination is difficult and takes time and leadership
- Fear of losing local identity & independence

#### Beyond the Numbers

[You need] "a good plan. Develop before the shared services concept is rolled out..."

"Definitely involve the impacted employee groups in the dialogue early."

"It's way overdue. Sharing services should not be limited to city-to-city..."

#### Best Practices

#### Demonstrate Reduced Costs





#### Meet Service Level Expectations





### Retain Local Identity & Control

**SACGISA**Southern Alameda County GIS Authority













## "If you don't have labor, don't bother"



#### Getting Started

- It takes Champions
- Start With Low Hanging Fruit
- Pilot Program
- Develop a Formal Marketplace

#### Thank You

La Tanya Bellow Christina Briggs Arquimides Caldera Vivian Gong Lisa Hisatomi Todd Rullman Terri Wright

#### Source Documents

- A SHARED SERVICE PERSPECTIVE FROM MORRIS COUNTY SHARED SERVICES. April 7, 2009. (Powerpoint Presentation)
- Carini, David. SAN BRUNO WILL STOP SHARING TOP COP WITH MILBRAE. San Bruno Patch (www.patch.com), August
   30, 2011.
- City of Fremont. UNION CITY WITHDRAWAL FROM THE SOUTHERN ALAMEDA COUNTY GEOGRAPHIC INFORMATION SYSTEM AUTHORITY (SACGISA). May 3, 2011. (Staff Memo)
- City of Milbrae. AUTHORIZE STAFF TO PROCEED WITH THE FIRE MERGER IMPLEMENTATION PLAN. July 26, 2011.
   (Staff Memo)
- City of San Bruno. RECEIVE REPORT ON CONSOLIDATION STUDY. September 13, 2011. (Staff Memo)
- City of San Mateo. CITIES VOTE ON FIRE MERGER TEST. The Daily Journal, July 25, 2011.
- City of San Mateo. FOUR CITY FIRE MERGER GETS INTO FINANCIALS. The Daily Journal, March 31, 2012.
- Cohen Paul, Amy. GREATER CINCINATTI SHARED SERVICES SUMMIT-SETTING THE STATGE. Management Partners, Inc., February 4, 2012. (Powerpoint Presentation)
- Cox,TL and Waters, Rollie. PUBLIC SECTOR COMPENSATION PANACEA OR PANDORA'S BOX?. Public Management, November 2011.
- Di Napoli, Thomas. SHARED SERVICES AMONG NEW YORK'S LOCAL GOVERNMENTS. Office of the New York State Comptroller-Division of Local Government and School Accountability. November 2009. (Research Brief)
- Dudnik, Laura. Firefighters Support Shared Fire Services Between San Mateo, Foster City. San Mateo Patch (www.patch.com), November 23, 2011.
- Dunning, Chris and Faust, Wayne. SHARING GOVERNMENT SERVICES: A PRACTICAL GUIDE. Board of Regents of the University of Wisconsin System. 1998.

#### Source Documents Cont.

- GOVERNMENT CONSOLIDATION AND SHARED SERVICES-FINAL REPORT. Special Session Joint Legislative Committee. December 2006.
- LANCASTER SHARED SERVICES. (Date Unknown)
- Management Partners, Inc. CITY OF SACRAMENTO-CITYWIDE FINANCIAL AND OPERATIONAL REVIEW. April 2010.
- Management Partners, Inc. GOVERNMENT COOPERATION AND EFFICIENCY PROJECT. December 2007.
- Mercer, Monte. SHARED SERVICES AND COST SAVING COLLABORATION DESERVE RESPECT. Public Management, May 2011.
- Mercer, Monte. SHARED SERVICES COMPENSATION CONSULTING SERVICES RFQ. North Central Texas Council of Governments. January 2011.
- Orange County Local Agency Formation Commission (LAFCO). SHARED SERVICES REPORT. June 8, 2011.
- Orange County Local Agency Formation Commission (LAFCO). SHARED SERVICES UPDATE-SUCCESS STORIES. March 14, 2012. (Staff Memo)
- Pope, Lee Ann. STRENGTH IN NUMBERS: AN INTRODUCTION TO COPERATIVE PROCUREMENTS. National Association of State Procurement Officers Issue Brief.
- Rubin, Gideon. FOSTER CITY COUNCIL APPROVES FIRE SHARE EXPANSION DEAL WITH SAN MATEO. San Mateo Patch (\*), November 22, 2011.
- San Mateo County Board of Supervisors-Finance and Operations Committee. REPORT BACK ON REGIONAL FIRE SERVICE-CALFIRE OPTION. February 15, 2011. (Staff Memo)
- SHARED SERVICES IN GOVERNMENT-TURNING PRIVATE SECTOR LESSONS INTO PUBLIC SECTOR BEST PRACTICES. A.T. Kearney, 2005.
- Waxer, Cindy. I.T. JOBS SAVED IN LOCAL GOVERNMENTS THANKS TO SHARED STAFFING. Public CIO, June 28, 2011.